



Equality, Diversity and Inclusion (EDI) in NCC

Gender Pay Report
2025

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be part of



There are many positives to take away from the last year, as we continue to try and close the gender pay gap. This year's report covers a period of accelerated growth, which has enabled a large number of internal promotion opportunities, enabling us to achieve some great advances in our internal progression of women.

We have promoted two female Chief Engineers, a first for us and a great sign of progress in supporting internal progression. That said, we do recognise that our gender pay gap has seen a slight increase since the last report. There have been gaps where we have required external hires, and in an industry where women remain under-represented, this has impacted our figures.



We have also made strong progress in Equality, Diversity and Inclusion (EDI) across NCC, and we are confident that these activities are having a positive impact on the development and progression of women.

At NCC, we are dedicated to fostering an inclusive culture where everyone can thrive. We are committed to rewarding our people fairly—regardless of gender or any other personal characteristic—and to ensuring that all colleagues have equal opportunities, along with the support they need to grow and succeed.

As an Executive Leadership Team, we actively challenge ourselves and one another to lead inclusively, while holding all employees accountable for playing their part. We take our role as culture leaders seriously, creating a positive environment and ensuring that NCC remains a great place to work.

As we continue to respond to the evolving needs of our growing organisation, I am confident that we will keep driving positive change.

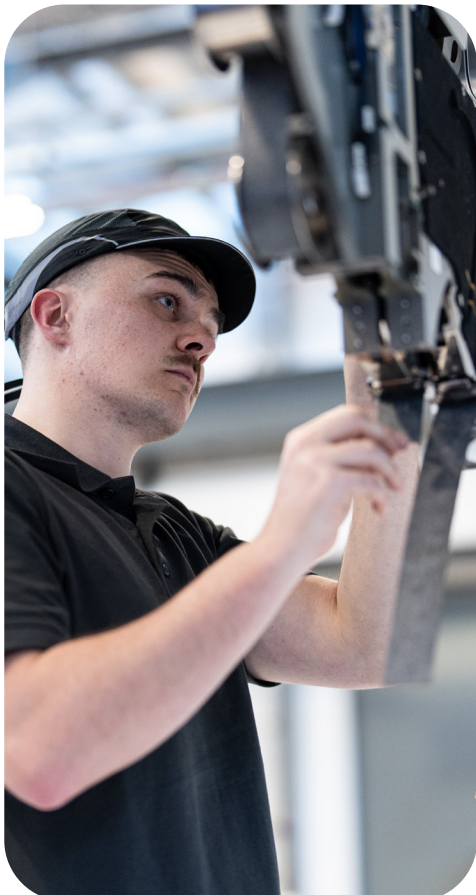
Tim Rose

Chief Operating Officer
NCC

What is the gender pay gap?



The gender pay gap is the difference between the average hourly earnings of men and women across the organisation. It is not the same as equal pay, which is a legal requirement ensuring that men and women are paid the same for the same role.



All companies with more than 250 employees are legally required to report their gender pay gap annually.

The figures in this report are based on a snapshot of salary data taken annually on 31st March. This report contains data from 1st April 2024 until 31st March 2025.

Six key statistics are shown in this report:

- The difference in average hourly pay between men and women at the snapshot dates (mean and median)
- The difference in average bonuses paid to men and women in the 12 months leading up to the snapshot dates (mean and median)
- The proportion of men and women who received a bonus payment in the 12 months leading up to the snapshot date
- The proportion of men and women in each of four quartile pay bands

Our Figures



% men and women who received a bonus



4.84%
men



8.62%
women

% men and women in NCC population



73%
men



27%
women

9.07%

Mean gender pay gap

11.56%

Median gender pay gap

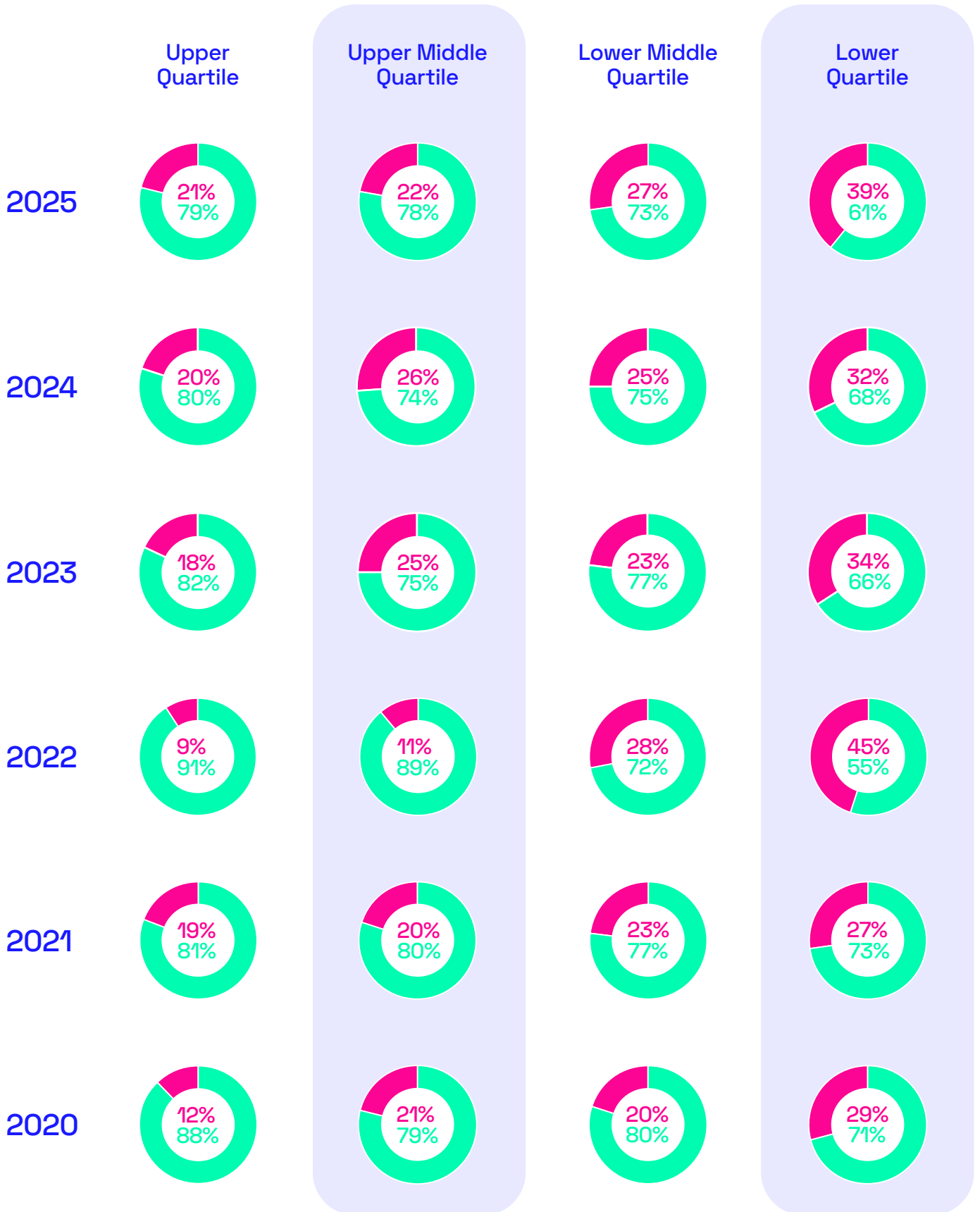
46.88%

Mean bonus gap

-16.67%

Median bonus gap

Proportion of men and women in each quartile



What do our results show?

Unlike previous years, this report shows a slight increase in the gender pay gap. Since reporting began in 2018, NCC has generally shown a consistent positive trend towards closing the gap.

Despite the setback this year, there are positive shifts that we have not seen before, and we remain committed to eliminating the gender pay gap in time.

Understanding the factors behind this year's results is essential to learning from them and returning to a positive trajectory.

Contributing factors

External recruitment

- A higher proportion of men were appointed into senior roles via external hires.
- Recruitment for certain niche skills (e.g. IT roles), often attracting market premiums, also skewed towards male candidates.
- 60% of female external hires were into lower-level grades and early careers roles, compared with 22% of men. This created a 15% pay gap among new starters.
- This reflects an ongoing industry-wide challenge in attracting women into senior technical and operational roles, particularly IT.

Internal recruitment

- On a positive note, 37% of internal moves were made by women, a strong increase from previous years and a great sign for the future as a larger female cohort moves up through the organisation.
- However, the majority of the senior technical internal moves were filled by men. Many of our female technical colleagues are at mid-level grades, partly as a result of us bringing in larger number of women in and then aiming to progress and promote internally. Over time this growing cohort will increasingly start to develop into the senior roles.



Positive shifts we aim to sustain

Growing the number of women in the organisation

- Women now make up 27% of the workforce, an increase from 25% the year before, with a marked increase in the proportion of women in our higher technical grades.
- 32% of all new employees were women, well above industry average.

Progression through career pathways

- 37% of internal moves were made by women (a 16% increase on last year).
- 27% of women progressing internally moved into senior roles (T6–T8/P7), including two female Chief Engineers—a first for several years.

Retention of women in technical roles

- No women left NCC in technical grades (Engineering, Technology and Project Management) during this period.

What are we doing to close the gap?

We have made progress over the past six years, but challenges remain, particularly around external and internal recruitment into senior technical roles. These positions are under-represented by women across the wider industry, but we are committed to tackling this.

Looking beyond this year's snapshot, we are already seeing encouraging signs of improvement, including increased female representation in graduate and technical apprenticeship roles.

Over the past three years, NCC has made significant progress in advancing Equality, Diversity and Inclusion (EDI), and we continue to see meaningful outcomes from our EDI roadmap. We have run a wide range of educational and awareness events, and developed toolkits and resources designed to better support colleagues in their day-to-day roles. Alongside this, we have introduced tailored programmes for inclusive leadership and people managers, enabling more effective coaching conversations and embedding inclusivity into everyday practice.

We have also maintained strong support for our employee networks, ensuring that they remain spaces for feedback, collaboration and action planning that can directly influence how we work together. They have helped introduce Women led events and discussions, support the curation of a Menopause toolkit, and supported STEM activity. Looking ahead, we have a mixture of both ongoing and new activities planned for the coming year. These will continue to promote gender equality as well as wider diversity and inclusion, helping us to build on the strong foundations we have already established.



Our next steps include:

- Embedding our new values into the employee lifecycle as part of our culture programme.
- Continuing to promote inclusive recruitment activities, such as reviewing advertisement wording, diverse interviewing panel, and diversifying assessment methods.
- Expanding learning and development opportunities that build allyship and inclusive behaviours.
- Growing internal mentoring schemes, including reverse mentoring, to support progression.
- Running career workshops to give internal applicants confidence in recruitment processes.
- Strengthening talent management support for leaders to nurture diverse teams.
- Continuing our annual inclusivity survey to inform future EDI initiatives.
- Working with the Women's Network to review policies, practices, and initiatives that support women at NCC.
- Promoting flexible and hybrid working practices to support colleagues with caring responsibilities and promoting these options during recruitment.
- Continuing delivery of our EDI roadmap, sponsored by senior leadership.
- Collaborating with the wider High Value Manufacturing Catapult on shared learning, best practice and initiatives, including the EDI charter.
- Advancing our STEM strategy and working with local schools and universities to inspire future generations.

Looking ahead

We recognise the challenges ahead, including the expansion into traditionally male-dominated sectors such as defence. However, with the actions we have in place and the commitment of our people, we are confident that we can return to a positive trajectory and continue to close the gap over the years to come.



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